MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

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FINAL EXAMINATION

TRIMESTER 2, 2019/2020

BTD3024 – TRAINING AND DEVELOPMENT

(All sections / Groups)

2 MARCH 2020
9.00 a.m. - 11.00 a.m.
(2 Hours)

INSTRUCTION TO STUDENT

1. This Question paper consists of **THREE (3)** pages with **FOUR (4)** Questions only.
2. Attempt **ALL questions**. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: CASE STUDY ANSWER ALL QUESTIONS (40 Marks)

Employee Development at ESPN

Entertainment and Sports Programming Network, known as ESPN, is the global multimedia sports and entertainment business. To remain in its leadership role in the sports and entertainment business, ESPN needs to continue to provide the best live sports programming as well as expand and develop its digital presence through social media. To do so, ESPN recognises the importance of creating exceptional employee experiences through its commitment to people, partnerships, culture, and excellence. Employee development plays a key role in helping to create exceptional employee experiences at ESPN. But employee development at ESPN faces several challenges. One challenge is the speed at which the global news, broadcasting, and entertainment business operates. This can make it difficult for employees to take time away from activities such as producing and delivering programming to focus on development activities. Another challenge is that ESPN has reportedly been asked by its parent company, Disney, to cut as much as $250 million from this year's budget. This likely will result in layoffs for 200-300 employees.

ESPN has taken several steps to ensure that its development efforts overcome these challenges and support employees' career interests and goals, enhance their skills, and grow top leadership talent. ESPN requires every employee to complete an individual development plan (IDP). The IDP helps employees consider where they are currently in their careers, their career goals, and how they plan to reach their career goals. The learning function at ESPN reviews and supports the IDP, which has been completed by over 95% of employees.

Similar to other companies, ESPN uses the 70-20-10 approach to development. This means that most employee development 70 % occurs on the job, whereas 20% comes from relationships and informal learning, and 10% from formal courses targeted at specific skills. For example, ESPN has a Leadership GPS, which is a tool used by employees to track their development progress. The Leadership GPS helps employees set development goals. It also provides advice on which types of development activities (such as courses, job shadowing, or experiences) are available and will help them meet their goals. ESPN, The University offers courses related to different business areas, which are taught by executives and business leaders. This is important because it gets company leaders from different businesses areas involved in developing employees. It also helps to provide employees with a greater understanding of the different aspects of ESPN's business such as production, programming, and HR and how they fit together.

ESPN Centre Court is a development programme targeted exclusively to high-potential employees who are on the fast track to future leadership roles in the company. Centre Court uses job rotations to give high-potential employees the opportunity to experience different aspects of the business.

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They also interact with the company's president and top executives. To facilitate development through relationships, ESPN has a mentoring programme known as Open Access that is available to all employees. The only requirements are that the employees desire to learn from others and want to build relationships to achieve their development goals.

To ensure that development activities support business needs, ESPN has a learning and advisory board, which includes senior leaders and vice presidents from its different businesses. Every major initiative is reviewed and has to receive support from the board before it is implemented. Also, the Employee Learning Council, which includes employees from ESPN's business units, provides feedback and helps to plan development programmes.

Source:
Based on F.Kalman, Top Play : Learning, Chief Learning Officer, March 2013, pp.22-25,47;Ingram,"Here's Why ESPN Is Looking at Layoffs Amid a Wave of Cost cuts," Fortune, March 8, 2017;"Learning and Development," https://espncareers.com/working-here/learning-development, accessed December 3,2019.

Answer the following questions:

1. ESPN requires all employees to complete an individual development plan (IDP). What should be included on an effective development plan?

(8 marks)

2. Employee development plays a key role in helping to create exceptional employee experiences. Justify this statement by explaining any **FOUR (4)** development programmes offered by ESPN to its employees.

(12 marks)

3. Based on your understanding discuss how the development programmes assist ESPN to overcome its business challenges and support employees' career interests and goals, enhance their skills, and grow top leadership talent.

(12 marks)

4. As a Training and Development consultant suggest any **TWO (2)** traditional training methods that ESPN could offer to its employees.

(8 marks)

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SECTION B: Answer ALL Questions (60 marks)

QUESTION 1

To overcome the limitations of classroom training, organizations have started adopting blended learning. Describe what is blended learning and compare the benefits of blended learning relative to pure classroom learning and technology-based learning.

(20 marks)

QUESTION 2

Suntronics, a retail electronics store, recently invested a large amount of money to train sales staff to improve customer service. The skills emphasized in the programme include how to greet customers, determine their needs, and demonstrate product convenience. Discuss any **FOUR (4)** outcomes that Suntronics should collect to determine the effectiveness of the customer service programme.

(20 marks)

QUESTION 3

Job hopping is a pattern of changing companies every year or two of one's own desire rather than as a result of something like a layoff or company closure. Job hopping may impact both the employers and employees in many ways. As such, discuss the advantages and challenges of job hopping from the employer's and the employee's perspectives.

(20 marks)

End of Paper